



S. PELLEGRINO  
YOUNG  
CHEF  
ACADEMY

# AGENDA

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## **10:00 – 10:15 am**

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Introduction to event and S.Pellegrino Young Chef Academy

*Speaker:* Barbara D'Amico, International Events, Pr, Partnership Manager

## **10:15 – 11:30 am**

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Brief competition program and competition technicalities

*Speaker:* Sabrina Grecchi, IBU Sponsorships Specialists

*Speaker:* Carlo Maria Ricci, Executive Chef

## **11:30 – 12:00 am**

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Rules of good hygiene practice in food and serving preparation

*Speaker:* Eng. Massimo Gelati

*Speaker:* Dr. Marco Cavalca

## **12:00 – 12:30 pm**

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Q&A

# S.PELLEGRINO YOUNG CHEF ACADEMY



## BELIEF & PURPOSE



**Gastronomy can transform society.  
But to evolve, it needs talents to  
shape the future.**

**BELIEF**



**Nurture the future of gastronomy:  
discover young talents, inspire,  
educate & support their careers.**

**PURPOSE**

# S.PELLEGRINO YOUNG CHEF ACADEMY



## WHAT IS IT?

The S.Pellegrino Young Chef Academy is an **inspiring community** where **talented and passionate young chefs connect with the most influential and renowned members of the gastronomic world** and are **empowered** with a plan of education, mentoring and experience opportunities.

## GOAL

The Academy supports the **development of the next generation of culinary talents** who want to make a difference in global gastronomy.

# S.PELLEGRINO YOUNG CHEF ACADEMY



## THE COMPETITION VERSUS THE ACADEMY

### COMPETITION

The Competition is the primary Academy tool to **discover and promote** talented chefs.

Thanks to it, they have the chance to improve their professional knowledge, experience and contacts in the world of gastronomy.

### ACADEMY

The Academy is a **longstanding, ambitious project to foster** the visionary chefs of the future.

**The Competition** is the key to open its doors.



# S.PELLEGRINO YOUNG CHEF ACADEMY



## MULTIPLE-AWARDS IN THE COMPETITION

### S.PELLEGRINO YOUNG CHEF AWARD

The finalists competing for this award at the Grand Finale have been selected by the local juries at each regional final. The overall winner at the Grand Finale will be voted for by the esteemed panel of **Seven Sages**. This chef will have **unrivalled technical skills** as well as **genuine creativity** that is unmistakable on the plate. The winning chef will also have a **strong personal belief regarding the transformative power** of gastronomy, one that convinces the Jury of his/her drive to become a positive force for change.

#### FINE DINING LOVERS FOOD FOR THOUGHT AWARD

These finalists have been voted for at a local level by the FineDiningLovers community. **The overall winner will also be voted for by the FineDiningLovers Community** and this award will go to the young chef who best represents a **personal belief within the dish**.

#### S.PELLEGRINO SOCIAL RESPONSIBILITY AWARD

**Voted by Food Made Good**, an internationally recognised voice on **sustainability in food**, this dish will represent the principle that food is **best when it's the result of sustainable practices**.

#### ACQUA PANNA AWARD FOR CONNECTION IN GASTRONOMY

**Voted for by Mentors** who represent 50 countries around the world, the winner of this award will produce a dish that represents **diversity and recognises the beauty of different cultures coming together** to create something fresh and exciting. Not fusion, not confusion, a representation of the growing trend of global gastronomy: **Chefs without Borders**.

# S.PELLEGRINO YOUNG CHEF ACADEMY



## GRAND FINALE EVENT OVERVIEW

Reflecting the full S.Pellegrino Young Chef Academy, the Grand Finale event this year has a more **holistic approach** compared to previous years.

The new approach is designed to give more **relevant content, training opportunities and contemporary vision to young chefs**, with the aim of becoming a true **landmark on the international gastronomy scene**.

The Grand Finale event will last **3 days** and will include the Cooking Competition as well as several new educational and networking activities culminating on the final day with the new SPYCA Forum followed by the Competition Awards Ceremony.



# S.PELLEGRINO YOUNG CHEF ACADEMY



## PROTAGONISTS

The SPYC Academy will welcome the **48 young chef Regional Winners** to the Grand Finale event in Milan. The other members of the Academy will be able to follow the activities through the **dedicated Academy digital platform** (private Facebook group).

The **12 mentor chefs** to the 12 S.Pellegrino Young Chef finalists will also be present, as will the **Seven Sages**, internationally renowned chefs who compose the Grand Jury.

In addition, a selection of **worldwide pioneers in the restaurant world** who believe in 'the power of gastronomy to transform lives' will attend as special guests.





# S. PELLEGRINO YOUNG CHEF ACADEMY

## FOSTERING TALENTS



### IN ORDER TO GROW, EVERY TALENT...

Every talent is different and needs to express itself.

Every talent needs to expand its skill set.

Every talent needs to be inspired.

Every talent has to be rewarded.

### HOW WE'LL PROVIDE IT

We will provide the best resources (kitchens, mentors, Grand Jury).

We will provide learning opportunities (workshops, forum and experiences).

We will bring together visionary chefs at the SPYCA forum.

We'll celebrate the best young chefs.



# GRAND FINALE: DAY 1

## WORKSHOPS FOR OTHER FINALISTS



### WHAT ARE THEY?

Three workshops will take place on the first day of the event. They will be inspired by the **three themes of the additional competition awards**. The 36 finalists who are not taking part in the cooking competition will each take part in one of these workshops. Each workshop will be endorsed by a Sanpellegrino brand or property.

### HOW WILL THEY WORK?

The workshops will be organised with **renowned players in their fields** (SPYCA partners or others) in order to create outstanding educational content. Each workshop will be attended by 12 chefs, the groups will benefit from an ad hoc educational experience. The workshops will be engaging and structured in two parts: one as a proper lesson, the other as a hands-on experience. The workshop lessons will be recorded and shared with the Academy members who are not attending the event.



### WORKSHOP THEMES



**Sustainable ingredients, good for us and good for the planet** (S. Pellegrino Social Responsibility)



**Creating new food ideas by connecting different worlds** (Acqua Panna Connection in Gastronomy)



**More than just a dish picture: communicate your personal belief on social** (FDL Food for Thought)

# GRAND FINALE: DAY 2

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## COOKING COMPETITION



### WHAT IS IT?

The cooking competition is the central point in the event, and will take place on day 2.

### HOW WILL IT WORK?

The 12 Young chef finalists will challenge each others for the S.Pellegrino Young Chef Academy Award, supported by their 12 mentor chefs.

Each finalist will prepare his/her signature dish and present it to the Seven Sages for the final judgement.

# GRAND FINALE: DAY 3

## SPYCA FORUM: BRAIN FOOD



### WHAT IS IT?

The S.Pellegrino Young Chef Academy Forum, curated by Fine Dining Lovers, will inspire all the young chefs and real food enthusiasts who attend the event both offline and online. Entitled “**Brain Food**” the forum will provide **stimulating ideas and reflections related to the world of gastronomy.**

### WHAT WILL IT COVER?

This first edition of the Forum will focus on **Taste & Creativity**, in line with the belief of the S.Pellegrino brand: “We believe in the Power of Taste and Creativity to Transform Lives”. Guest speakers will present on topics that show how their creativity, their drive for taste and new discoveries does not just result in delicious food but also impacts on society and literally transforms lives. At the same time the focus of the event will be to inspire and teach the young chefs in the audience, to show them the impact that food can have.

### GUEST SPEAKERS



**Virgilio Martinez:**  
Exploring local ingredients and connecting with local communities



**SPYCA talks to the Seven Sages:** The panel will answer questions from SPYCA community



**Massimo Bottura, Why Waste?:**  
Reducing food waste and supporting communities

# GRAND FINALE: DAY 3

## AWARDS CEREMONY



### WHAT IS IT?

The awards ceremony is the key focus of the event, a prestigious occasion where the overall S.Pellegrino Young Chef 2021 winner will be announced along with the three other overall award winners.

### WHO WILL BE INVOLVED?

The Seven Sages will announce the overall winner, along with the three other main winners (FineDiningLovers Food for Thought Award, S.Pellegrino Award for Social Responsibility and Acqua Panna Award for Connection in Gastronomy) at this awards ceremony in front of all of the 48 young chef finalists along with media, influencers and internal guests.

### COMMUNICATIONS

This event will be live streamed on SPYCA touchpoints. Videos, photos and digital assets will be created for release on local communication channels as soon as possible after the event. Please see the following slides for more information.

# YOUNG CHEF BRIEF



28<sup>TH</sup> OCTOBER 2021

# COMPETITION OVERVIEW 1 / 2

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Oct 29<sup>th</sup> (1<sup>^</sup> day) will be Competition Day.

There will be **2 cooking sessions**. Every YC will cook **ONCE**.

The preparation time permitted is **5 hours**.

The Food Check and The kitchen set-up will be 60 min for each Young Chef.

It will be:

First group - 5 Young chefs → Oct 28<sup>th</sup> afternoon

Second group - 5 Young chef → Food check on Oct 28<sup>th</sup> – Kitchen set-up on Oct 29<sup>th</sup>

A total of **10 dishes** are needed to be prepared:

- 7 dishes are for the Jury tasting
- 1 dish is for the YC's presentation to the Jury
- 2 dishes are for video/photo shooting

During the cooking session, every YC will be assisted by an ALMA member.

At the end of the competition, on the evening of Oct 29<sup>th</sup>, the Jury will withdraw for consultations on the dishes. On the night of Oct 30<sup>th</sup>, all the YCs and Mentors will attend the Award Ceremony during which the winner of S.Pellegrino Young Chef Academy 2021 will be announced.

The Award Ceremony will be a storytelling of the Competition, involving YCs, Mentors, Jury and no YCs will be cooking.

During the show, three other awards will be assigned:

- **FINE DINING LOVERS** Food for thought award
- **S.PELLEGRINO AWARD** For social responsibility
- **ACQUA PANNA AWARD** For connection in gastronomy



# RUNNING ORDER

	START COMPETITION	PRESENTATION TIME	FIRST NAME	LAST NAME	AREA	DISH	MENTOR NAME	MENTOR SURNAME	MONOLITH	ALMA ASSISTANTS
TURNO 1 – MORNING	1	07:00:00	Vitalii	Savelev	EURO ASIA	Black Sea rapa with mushrooms grown on lemon peels	Ivan	Berezutskiy		Federica Lepidi Moore
	2	07:15:00	Alexandre	Alves Pereira	NORTH-WESTERN EUROPE	Green asparagus - sardines - ground ivy	Anne Sophie	Pic		Elena Minari
	3	07:30:00	Levente	Koppány	CENTRAL EUROPE	Rainbow trout with chervil, forest mushrooms and wild garlic	Luigi	Taglienti		Lorenzo Nanni
	4	07:45:00	Rafael	Covarrubias	NORTH AMERICA	Mole spiced Muscovy duck, preserved prunes and winter roots	Connie	DeSousa		Alison Kuhn
	5	08:00:00	Paul	Prinsloo	AFRICA AND MIDDLE EAST	Bouillabaisse 2.0	Gregory	Czarnecki		Tommaso Badioli
TURNO 2 – AFTERNOON	6	13:00:00	Cynthia Xrysw	Ruelas Diaz	LATIN AMERICA	Milpa y mar	Elena	Reygadas	X	Paco Zanobbini
	7	13:15:00	Alessandro	Bergamo	ITALY AND SOUTH-EASTERN EUROPE	Better an egg today or a chicken tomorrow?	Antonia	Klugmann	X	Maria Amalia Anedda
	8	13:30:00	Kevin	Wong Tat Mun	ASIA	Celebration of a duck	Julien	Royer	X	Elena Zeng
	9	13:45:00	Jerome Ianmark	Calayag	UK AND NORTHERN EUROPE	Humble vegetables	David	Ljungqvist	X	Alessandra Rubini
	10	14:00:00	Albert	Manso Miras	IBERIAN AND MEDITERRANEAN COUNTRIES	Codorniz & vino	Henrique	Sá Pessoa		Daniela Antoniotti

# PRE-COMPETITION

28<sup>TH</sup> OCT

28 <sup>TH</sup> OCTOBER			
TIME		WHAT	WHERE
START	FINISH		
10:00:00	12:30:00	Brief in hotel	Meliá Hotel, Velasca 3 room
12:30:00	13:45:00	Lunch	Meliá Hotel, Velasca 1-2 room
13:45:00	14:15:00	Transfer to Megawatt	Meliá Hotel
14:30:00		Uniform and locker pick up	Megawatt
		Kitchen security brief	Megawatt
		Food check	Megawatt
		Kitchen Check	Megawatt
	19:30:00	Photo e video shooting	Megawatt
19:30:00	20:00:00	Transfer for Welcome Dinner	Megawatt
From 20:00:00		Welcome dinner	Palazzo Serbelloni
22:30:00		Transfer to hotel	Palazzo Serbelloni

# COMPETITION

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DAY 1 – 29<sup>TH</sup> OCT



**7.00 am – 7.30 pm** —————

Competition, interviews, photo and video shooting at Megawatt Court (Dress code: chef jacket)

**12.30 – 2.00 pm** —————

Kitchen set-up second round. Time 30 minutes for each young chef before the cooking session

**8.00 pm** —————

Meeting point at the entrance of Megawatt Court and short walk to Turbo Milano

**8.15 pm** —————

Young Chefs dinner at Turbo Milano (Dress code: casual)

# FORUM

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DAY 2 — 30<sup>TH</sup> OCT



## **9.30 am - 12.30 pm**

S.Pellegrino Young Chef Academy Brain Food  
Forum by Fine Dining Lovers at Megawatt Court  
(Dress code: chef jacket)

## **1.00 pm**

Lunch by Mark Moriarty & Mitch Lienhard  
winners of 2015 & 2016 S.Pellegrino Young Chef at  
Megawatt Court

## **2.30 pm**

Transfer from Megawatt Court to hotel

# AWARD NIGHT

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DAY 2 — 30<sup>TH</sup> OCT



## **5.00 pm**

Meeting point at the hotel and transfer to  
Palazzo del Senato

## **5.45 - 6.30 pm**

Rehearsals of the Awards Ceremony  
(Dress code: chef jacket)

## **7.00 pm**

Awards Ceremony

## **8.30 pm**

Gala Dinner

## **from 11.00 pm**

Transfer to hotel

# RULES



The official language throughout the Competition is ENGLISH

## BEHAVIOUR

- The S.PELLEGRINO uniform is the only attire permitted during the event
- The Chef must maintain a proper and professional look
- The Chef is expected to behave correctly and professionally, without disturbing or distracting other Young Chefs
- Inappropriate manners are not allowed: you may be penalised
- Each team is responsible for the cleaning, maintenance and security of each kitchen space and equipment allocated to them
- Assistants must wear at all times during service their name tag. The badge must always be visible

## It is forbidden to:

- Smoke inside the building's facilities
- Arrive late to any of the event's required timings
- It is forbidden to disturb the members of the other teams during the Competition  
(If you need any assistance or information, please refer your query to the Executive Chefs)
- During the event it is forbidden to leave the site. In the event of any serious problem you are required to ask permission from the ALMA Executive Chefs



## For health security reasons:

- **Please always wear a face mask in the closed places**
- **Sanitize your hands frequently**
- **Keep a distance of at least an arm's length from each other**

During the cooking session (5 hours) it'll be possible to wear the face shield instead of the mask ONLY for the Young Chefs inside the kitchen

# TEAM



## Each Young Chef's Team will be composed of:

- 1 Young Chef
- 1 Mentor Chef (Coach)
- 1 Chef de partie from ALMA (The School of Italian Culinary Arts - Colorno - Parma)
- 1 Assistant from catering Drink & Taste

# TEAM

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## YOUNG CHEF & MENTORS



- The Mentor Chef supports the Young Chef as a ‘coach’
- Each Mentor Chef will not take part in the preparation of the Young Chef’s dish
- Each Mentor Chef will support the Young Chef to the Grand Jury on the day of the Competition
- The Young Chef and Mentor Chef are required to be available for interviews or photos as requested by the S.Pellegrino PR and Communication Office

# TEAM

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## EXECUTIVE CHEF ALMA



### ALMA Executive Chef:

28 - 29<sup>th</sup> Oct: Bruno Ruffini

28 - 29<sup>th</sup> Oct: Maurizio Serra

28 - 29<sup>th</sup> Oct: Fulvio Vailati

28 - 29<sup>th</sup> Oct: Carlo Maria Ricci

28 - 29<sup>th</sup> Oct: Matteo Berti

### Role:

- Ensure the proper execution of the Competition and compliance with rules and regulation
- Supervise the Young Chefs' work
- Establish the order of the dishes

# TEAM

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## SOUS CHEF



ALMA Assistants and Drink&Taste Assistants must follow the instructions given by the Young Chefs.

## ALMA Assistants

Starting from lunch time they will be available for informal conversations at the Hotel and then again at Megawatt for specific instructions

# TEAM

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## CATERING EXECUTIVE CHEF AND MAÎTRE



### Drink & Taste Catering:

Andrea Vigna – *Executive Chef*

Stefano Gaio – *Maître*

Marianna Dodi – *Ingredients contact person*

### Role:

- Food check
- Management of service and tables

### Drink&Taste Assistants

They are available during the afternoon at Megawatt for ingredients' check and a one-to-one session to talk about the service of the signature dish at the Jury.

# KITCHEN





# KITCHEN SET-UP



**CAP245:** Charcoal filter unit for cooking extractor

**CAP14:** S/steel self-supporting hood 140 cm wide supplied with electric extractor of 2000 m3/h and labyrinth filters

**Nr.2 PT8R:** S/steel table 160 cm wide and 70 cm depth with shelf

**Nr.1** High power electric induction  
4 zones - 700 XP range 3500W per zone

**Nr. 2 PT6:** S/steel table 80 cm wide and 70 cm depth

**FRT1:** 2 doors s/steel refrigerator counter 280 L

**PL2:** S/steel 70 cm depth, single bowl

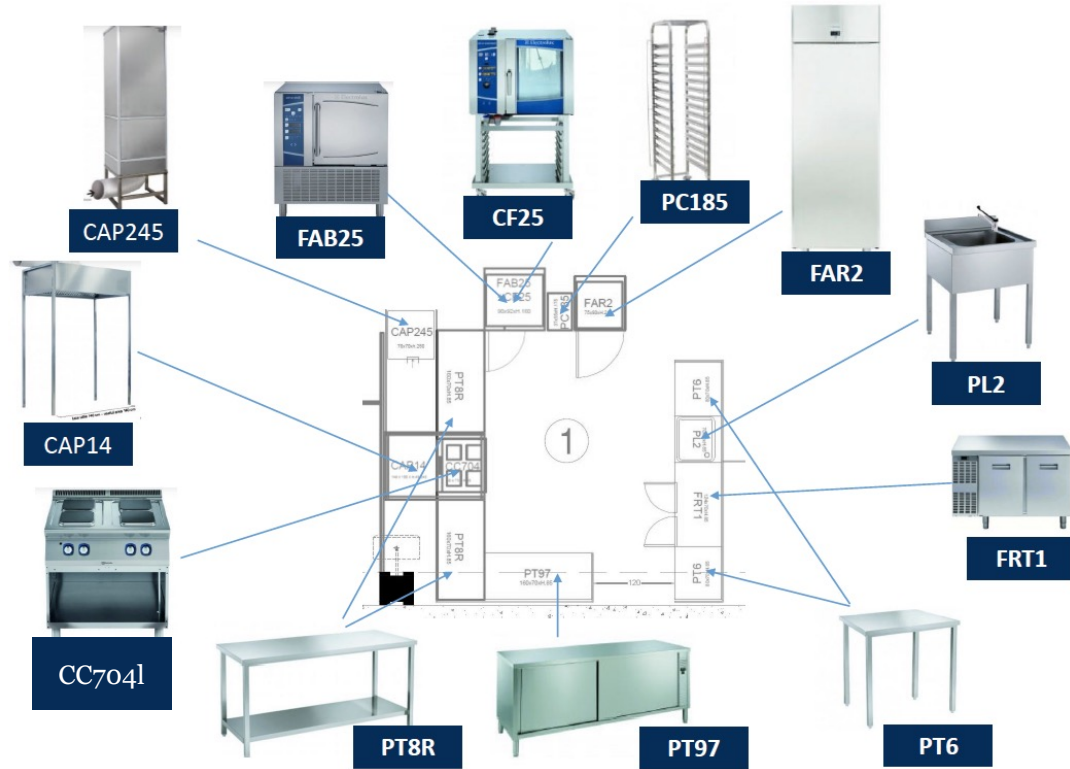
**FAR2:** S/steel upright storage refrigerator 700 L capacity

**PC185:** S/steel trolley for 15 GN 1/1 trays

**FAB25:** Blast chiller/freezer - 6 GN 1/1 or 6 EN 60x40 cm trays capacity

**CF25:** Electric combi oven convection/steam 10 moisture levels  
6 GN 1/1 tray capacity

# KITCHEN SET-UP



# MONOLITH AREA

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4/10 Young Chefs will use the Monolith.

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The area is outside the venue, 25-35 meters distance from the kitchens.

You can enter this area by crossing the corridor behind the kitchens.

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28<sup>th</sup> Oct afternoon at Megawatt - 10 minutes brief for the 4 Young Chefs

29<sup>th</sup> Oct - team Monolith assistance at Monolith area

# COMPETITION



# GRAND JURY JUDGING

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Each Young Chef has to prepare 10 dishes in 5 hours

- 7 dishes for the Jury tasting
- 1 dish for the YC's presentation to the Jury
- 2 dishes for video/photo shooting

If you'd like to follow the shooting after your presentation you'll have the possibility to assist and check that everything is fine

# GRAND JURY JUDGING

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Each Young Chef has 15 minutes to talk about his signature dish

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The Mentor will support the Young Chef to the Grand Jury

The Young Chef will present the dish to the Grand Jury

The Drink & Taste assistants will serve the dish to the Grand Jury

# DETAILS



# DRESS CODE

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Each Young Chef (cooking) will have (supplied by San Pellegrino):

- A personal locker at Megawatt
- Three Jackets and 3 Toques:
  - 28\_10\_21 Shooting and various activities → Megawatt 1<sup>st</sup> Jacket for the shooting, then stored clean and tidy in the locker for the day after
  - 29\_10\_21 Competition → 1<sup>st</sup> Jacket for the competition
  - 30\_10\_21 Forum + Lunch → 2<sup>nd</sup> Jacket for the shooting
  - 30\_10\_21 Award Night → 3<sup>rd</sup> Jacket for the final show

Each chef must wear chef jacket, personal pants and shoes

The S.PELLEGRINO uniform must be clean and ironed during the interviews. The Young Chef must maintain a professional look including men to have a cleanly shaven face, short and clean hair, hair tied up if long and placed inside the toque.



# UNIFORMS YC

**Giblor's**  
italian work/life specialist

21P11G3438 00



**Giblor's**  
italian work/life specialist

21P11G3439 00



# RULES OF GOOD HYGIENE PRACTICE IN FOOD AND SERVING PREPARATION

## FOOD COULD CONTAIN VARIOUS RISKS



Biological



Physical



Chemical

Biological risks are the 93% of food's illness, chemical risks are only the 4% and physical risks only 3%.

# TRAINING 2021

## GOOD RULES OF TRANSPORT

- Vehicle loading spaces kept clean
- Container used for foods transport must be clean
- Containers have to be arranged in order to minimize contamination risk
- Food container must be use only for food products
- Do not transport products other than food products



Non-perishable foods can be stored

- At room temperature
  - Separated from non-food products
- 

Perishable foods can be

- Refrigerated, to avoid the increase of microorganisms
  - Out of the fridge only for the time of production
  - Separated in cold room
- 

Respect of the cold chain in transport

## CONSERVATION TEMPERATURES OF FOOD PRODUCTS

FOOD	T C°
Dairy products, meat and eggs (creams)	+2 - +4°C
Cooked product (creams)	+2 - +4°C
Butter, fresh milk	+2 - +4°C
Fresh meat	+2 - +4°C
Fresh eggs	+10 - +16°C
Fresh cuts	+2 - +4°C
Fresh vegetables	+6 - +8°C
Frozen vegetables	<-18°C
Canned products - Sugar- Flour	Cool place
Deep frozen food	<-18°C
Frozen food	<-15°C
Fresh fish	0 - +1°C

How to prevent contamination and growth  
of pathogenic micro-organisms?

**GMP**

Good manufacturing programs

**GHP**

Good hygienic practises

# TRAINING 2021

## GOOD PRACTICE DURING PREPARATION OF FOOD

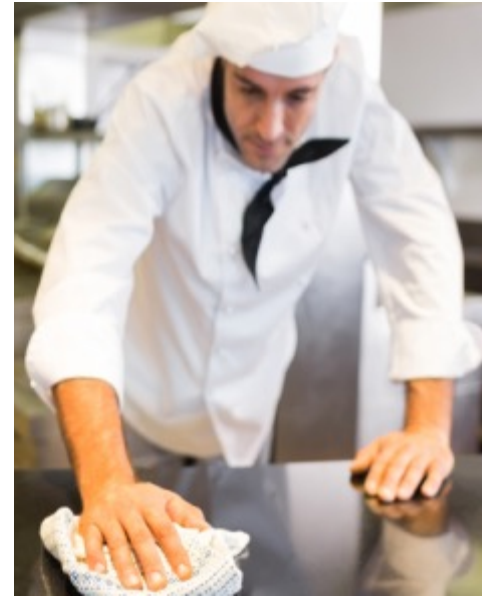
### Detergency



### Disinfection



### Drying





# TRAINING 2021

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## PERSONNEL HYGIENE

An accurate personal hygiene and a careful cleaning of the garments are required

Nails have to be kept:

- short
- clean
- without nail polish

Hairs have to be kept:

- clean
- tight enough

Wounds have to be:

- cured
- protected with waterproof gloves



- Keep hot foods hot [60°C (140°F) or above] and cold foods cold [4°C (40°F) or below]
- Never leave meat, poultry, eggs, fish, or shellfish (raw or cooked) at room temperature for more than 2 hours. If the temperature outdoors is above 32°C (90°F), refrigerate within 1 hour. (This is often the case during summer picnics.)
- Chill leftovers as soon as you finish eating
- Store leftovers in small, shallow containers to cool rapidly
- Do not reheat food that is contaminated. Reheating does not make it safe
- If you are not sure how long a food has been in the refrigerator, throw it out
- If you are not sure whether a food is safe, throw it out

# TRAINING 2021

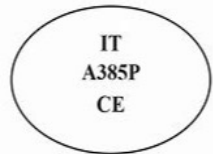
## PRODUCT IDENTIFICATION AND TRACEABILITY

Ensure traceability

Correct labelling of food products according to Reg. EC 1169

For animal origin products: presence of EC mark

Presence of the production batch





*Cereali contenenti glutine (grano, orzo, segale, avena, farro, kamut o i loro ceppi ibridati) e derivati*

*Cereals containing gluten,(i.e. wheat, barley, rye, oat, emmer, kamut or their derivate strains ) and cereal derived products*



*Crostacei e prodotti a base crostacei*

*Crustaceans and products based on shellfish*



*Uova e prodotti a base di uova*

*Eggs and egg derived products*



*Pesce e prodotti a base di pesce*

*Fish and fish derived products*



*Arachidi e prodotti a base di arachidi*

*Peanuts and peanut-based products*



*Soia e prodotti a base di soia*

*Soy and soy-based products*



*Latte e prodotti a base di latte*

*Milk and dairy products (lactose included)*



*Frutta con guscio (mandorle, nocciole, noci, pistacchi)*

*Fruit in shelled i.e. almonds, hazelnuts, walnuts, pistachios and their derived products*

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*Sedano e prodotti a base di sedano*

*Celery and products based on celery*

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*Senape e prodotti a base di senape*

*Mustard and mustard-based products*

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*Semi di sesamo e prodotti a base di sesamo*

*Sesame seeds and sesame seeds-based products*

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*Anidride solforosa e solfiti in concentrazione superiore a 10 mg/kg o mg/l*

*Sulfur dioxide and sulphites in concentrations above 10 mg/kg or mg/l*

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*Lupini e prodotti a base di lupini*

*Lupine and lupine based products*

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*Molluschi e prodotti a base di molluschi*

*Molluscs and products based on molluscs*

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The background of the slide is a dark blue gradient. In the center, there is a faint, semi-transparent image of a chef wearing a white toque and a white chef's jacket, with their arms raised in a gesture of triumph or openness. Behind the chef is a faint, semi-transparent image of the Earth, showing the continents. The overall composition is centered and balanced.

# QUESTIONS & ANSWERS